SPARC Report

Report on First Stage Corporate Planning in the Office of the Head of Service, Ministry of Finance, Ministry of Budget and Economic Planning and the Ministry Of Education in Yobe State

June 2013

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Contents

Abbreviations and acronyms

AG	Accountant-General
BIR	Board of Internal Revenue
CMIS	Central Management Information System
DC	Donor Coordination
DFID	Department for International Development
DPRS	Due Process Reporting System
EMIS	Educational Management Information Systems
FR	Fiscal Responsibility
GL	Grade Level
HoS	Head of Service
HRMIS	Human Resource Management Information System
ICT	Information, Communication and Technology
IGR	Internally Generated Revenue
JAS	Joint Assistance Strategy
KPI	Key Performance Indicators
LAN	Local Access Network
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MoBEP	Ministry of Budget and Economic Planning
MoE	Ministry of Education
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTO	Medium Term Objective
ODA	Official Development Assistance
OHoS	Office of the Head of Service
OSSG	Office of the Secretary to the Government
PESTLE	Political Economic Sociological, Technological, Legal, & Environmental.
PPB	Public Procurement Bill
PS	Permanent Secretary
PSM	Public Service Management
RBM	Results Based Management
SHoA	State House of Assembly
SO	Strategic Objective
SPARC	State Partnership for Accountability, Responsiveness and Capability
SSMP	State Statistical Master Plan
SUBEB	State Universal Basic Education Board
SWOT	Strength, Weakness, Opportunities and Threats
VSAT	Very Small Aperture Terminal
WAN	Wide Area Network
YSG	Yobe State Government
YOSERA	Yobe State Economic Reform Plan

Executive Summary

Short summary

Report outlining the processes followed and the results obtained in the First Stage of Corporate Planning in the Ministry of Finance, Ministry of Budget and Economic Planning, Office of the Head of Service and the Ministry of Education in Yobe State Government. It details the Vision and Mission Statements together with the Strategic Objectives, Medium Term Objectives and Key Performance Indicators of the four Ministries.

Full summary

This report presents the first stage of Corporate Planning in four key ministries in Yobe State namely the Office of the Head of Civil Service, the Ministry of Budget and Economic Planning, the Ministry of Finance and the Ministry of Education that took place in the first six months of 2013 Corporate Planning is a holistic approach to re-organising the machinery of government so that it is better able to achieve the development agenda of the government. It encompasses a range of public service management reforms and organises them into a logical sequence. The first stage of Corporate Planning resets the strategy of an Ministry, Department or Agency. In order to do this, it is necessary to craft new strategic statements, new Strategic Objectives and new Medium term Objectives. This report defines the different stages in Corporate Planning, outlines the processes of crafting new vision, mission statements, new strategic and medium term objectives. It also reports on the setting of Core Values for the Office of the Head of Service and the Ministry of Education. In order to set these statements in the context of the current situation in Yobe, a full 'strengths, weaknesses, opportunities and threats' and 'political, economic, sociological, technological, legal and environmental' analysis of the operational environment was undertaken. The process and results are detailed in this report. Finally in the section on Next Steps, a proposal is made to assist the dissemination of the new Vision, Mission and Strategic Objectives by printing glossy banner posters for display in the reception areas of the four Ministries, Departments and Agencies.

Section 1: Introduction and Background

In January 2013, it was decided that the Yobe State Government (YSG) Public Service Management (PSM) Core Group would lead four pilot ministries into a process to revise their strategy, structure and workforce with the assistance of the Department for International Development's (DFID) State Partnership for Accountability, Responsiveness and Capability (SPARC) Programme. These ministries were the Office of the Head of Service (OHoS), the Ministry of Finance (MoF), the Ministry of Budget and Economic Planning (MoBEP) and the Ministry of Education (MoE). It was also decided that this project would then be extended to all Ministries, Departments and Agencies (MDAs) in Yobe State. The structural and strategic review of these MDAs has been achieved by the implementation of a Corporate Planning process. Corporate Planning is a holistic approach to re-organising the machinery of government so that it is better able to achieve the development agenda of the government. It encompasses a range of PSM reforms and organises them into a logical sequence. This work builds upon the mapping of the mandates of the four ministries that took place in January 2013 as part of the state wide mandate mapping exercise. The agreed mandates of the four MDAs can be found in the Mandate Recommendations Report.

This report covers the whole of the first stage of Corporate Planning in the four MDAs and will form the basis for the second stage of Corporate Planning when the structure, functions and processes of the MDAs will be restructured. Subsequently the methodology used will determine the establishment requirements for each ministry and agree a Workforce Plan. The report details the work of YSG in revising the Vision, Mission and Strategic Objectives of the four MDAs mentioned above, namely the OHoS, the MoF, the MoBEP and MoE. In addition, it was decided that it would be important to determine the Core Values of the OHoS and MoE. This Core Value setting exercise was judged not to be essential for the MoF and the MoBEP.

After the process of setting these strategic statements was completed, a situational analysis for each ministry was then performed using the 'strengths, weaknesses, opportunities and threats' (SWOT) and 'political, economic, sociological, technological, legal and environmental' (PESTLE) instruments in order to analyse the MDA's micro and macro environment. These instruments are a means of analysing the internal strengths and weaknesses of an MDA as well as its external opportunities and threats that are critical to the attainment of its mandate, mission and objectives. The SWOT and PESTLE tools were therefore used to highlight the operational context of each of the four ministries and to challenge them to make the best of their respective situations.

The next stage was to set the Medium Term Objectives (MTOs), their associated targets and Key Performance Indicators (KPIs).

The Corporate Planning work reported here took place in a number of workshops with high level participants from YSG including the permanent Secretaries of the ministries concerned. The workshops were organized to cover both the theoretical and practical aspects of the main issues under examination. The theoretical aspect entailed presentations and interactive discussions on clarifications of concepts and processes involved in the Corporate

Planning exercise, while the practical aspect involved the interactive setting of the vision, mission and strategic objectives, the situational analysis and the MTOs and KPIs of the MDAs.

Methodology and Approach

The main methodological approach that was used to reset the strategy of the four MDAs was to work with the senior managers from each MDA in a workshop environment. Presentations were made by the DFID SPARC consultants in workshops to explain the concepts and processes involved in each stage of Corporate Planning. These presentations enabled the participants to grasp the issues involved in Corporate Planning. This was followed by a variety of brainstorming and participatory/ interactive methods to set the different elements of the strategy of the ministries namely the vision, mission, strategic and medium term objectives and KPIs of the MDAs. These practical sessions were facilitated by the SPARC consultants.

Section 2: Setting Up of Vision, Mission and Strategic Objectives of MDAs

2.1 Definitions

The Vision and Mission statements of an MDA provide a strategic direction for the MDA through simple, succinct explanations of what the organization is trying to achieve, how it will do it and who will work with it to achieve the desired outcomes. They also act as a focal point to bring people together to achieve a common agenda.

2.1.1 Vision

The Vision Statement is the guiding picture and sense of direction that inspire the people of the organization. It is about what will be achieved in the wider sphere if the organization and others are successful in achieving their individual missions. A Vision Statement defines the reason for an MDA to be in existence and it can remain the same for decades if it is crafted well. A Vision Statement is an aspirational description of what an organisation would like to be and to achieve in the mid-to-long term. It is intended to serve as a clear guide for choosing current and future courses of action.

Some organisations confuse the term Vision and Mission statements and sometimes one is simply used as a longer-term version of the other. However, they are quite different. A Vision Statement expresses a state of being for the MDA whereas a Mission Statement is more specific about what the MDA should do to achieve its mandate.

2.1.2 Mission

A mission is defined as 'the purpose or the reason for being of the organization.' It is simply what the organization is and what it does. One can think of a mission in terms of: why does the organization exist, what does it seek to achieve and for whom?

A Mission Statement is a brief written statement of the purpose of a public or private organisation (including a ministry or department). Ideally, a mission statement guides the actions of the organization, spells out its overall goal, and provides a sense of direction and guides decision making for all levels of management. A Mission Statement often contains the following:

- Purpose and aim of the organization,
- The organization's primary stakeholders: clients, stockholders, etc. ,
- Responsibilities of the organization towards these stakeholders,
- Products and services offered.

2.2 Vision, Mission and Strategic Objectives of Central MDAs

The Vision, Mission and Strategic Objectives of central MDAs were reviewed at a workshop with the Permanent Secretaries of the four MDAs present. Examples were provided and the participants worked in groups using explanatory notes and templates to review the Vision, Mission and Strategic Objectives of their respective MDAs.

The group sessions were facilitated by designated members of the PSM Core Group. Nearly all of the Vision and Mission Statements were revised by the groups as a result of this exercise and further modifications were made based on questions or comments by other participants. Some of the sessions led to animated discussions, but participants demonstrated a grasp of how to examine the statements in terms of clarity, appropriateness and relevance to the mandates of each MDA**.**

A significant outcome of the process of review of Vision, Mission and Strategic Objectives was the demonstrated ability of the fifteen Yobe State middle and senior level civil servants to review presentations made by Technical Committees through polite yet incisive questioning. Furthermore, the opportunity for close interaction between senior-level executives and their subordinates was highly appreciated by the participants. It revealed the dynamics of managing and implementing policy when competing priorities may affect the delivery of reform policy and programmes.

2.3　The agreed Vision and Mission Statements

2.3.1 Office of the Head of Service
Vision
To be a dynamic engine room for building and driving an efficient and result-oriented civil service for the improved wellbeing of the people of Yobe State.
Mission
Develop a competent and well-motivated workforce for Yobe State Civil Service.

2.3.2 Ministry of Finance
Vision
To be a model of prudent public finance management and accountability in accordance with global best practice
Mission
Provide excellent public finance management services in Yobe State.

2.3.3 Ministry of Budget and Economic Planning
Vision
To become a model of prudent resource projection and allocation for the attainment of state development goals.
Mission
Provide an effective framework for resource allocation, monitoring and evaluation consistent with state development goals.

2.3.4. Ministry of Education
Vision
To be an organ for full and equal access to quality education in Yobe State for national and global competitiveness.
Mission
Provide functional educational institutions and processes for the overall development of the individual and the society.

2.4   Core Values

It was decided that the OHoS and the MoE would also set their Core Values. Core Values are standards that guide conduct in organizations. They represent core ethical principles that individuals and organizations share towards realizing the goals of the organizations. Values are shared norms of organizational conduct. This was done in an interactive workshop environment with the facilitators drawing the Core Values out of the Group. The Core Values chosen by the OHoS and the MoE are shown below.

2.4.1 Core Values of the Office Of Head Of Service

Discipline	Impartiality
Loyalty	Hard work
Honesty	Punctuality
Professionalism	Punctuality
Commitment	Competence
Innovation	Fairness

2.4.2 Core Values of the Ministry of Education

Discipline	Impartiality
Honesty	Industry
Professionalism	Punctuality
Commitment	Competence
Innovation	Performance priority
Fairness	Teamwork
Quality	

2.5   Strategic Objectives

2.5.1 Introduction

Developing long-term goals, objectives and strategies (covering a 5 – 10 year time frame) for the MDA is a crucial multi-stage process, which follows from the setting of vision and mission statements. The Strategic Objectives (SO) of the Ministries must be aligned with the objectives of the State Development Plan, the Yobe State Economic Reform Agenda (YOSERA-III). Therefore, the achievement of the SOs of the ministries should advance the achievement of the YOSERA-III objectives.

2.5.2 Methodology for the determination of SOs

When setting their SOs, the workshop participants also took into account that SOs need to meet the following criteria: SOs should show what profound changes need to happen. They should identify what benefits should be delivered and for whom those benefits should be provided. They should also show how these benefits are to be produced and delivered and indicate what resources are required and how those resources should be provided.

2.5.3 The Strategic Objectives determined for the MDAs

The Strategic Objectives developed in the workshop and agreed with each Ministry are as follows:

MINISTRY OF FINANCE

Strategic Objective-1 Produce timely and accurate financial reports anchored on cutting-edge Information and Communication Technologies (ICT) to reinforce transparency and accountability.

Strategic Objective-2: Provide efficient and timely releases of funds for effective budget implementation.

Strategic Objective-3: Improve internal revenue generation capability for meeting the recurrent expenditure needs of the state.

MINISTRY OF BUDGET AND ECONOMIC PLANNING

Strategic Objective-1: Improve capabilities for revenue and expenditure performance and production of budget guidelines.

Strategic Objective 2: Building institutional and personnel capacity for application of ICT for effective budget processes.

Strategic Objective 3: Provide effective framework for coordinating the activities of development partners for optimal resource allocation.

Strategic Objective 4: Improve the State's Statistical and Monitoring and Evaluation (M&E) systems to facilitate Results Based Management (RBM).

OFFICE OF HEAD OF CIVIL SERVICE OF YOBE STATE

Strategic Objective-1: Improve civil service professionalism through adherence to rules and regulations.

Strategic Objective-2: Improve human resource information management system for reliable personnel and pay roll data.

Strategic Objective-3: Develop a competent workforce through training and re-training for effective, timely and sustainable service delivery.

Strategic Objective-4: Provide conducive working environment for improved performance.

Strategic Objective-5: Develop a sustainable and cost-effective pension system capable of addressing the dynamics of the workforce.

YOBE STATE MINISTRY OF EDUCATION

Strategic Objective-1: Improve management of educational institutions for efficient and effective service delivery.

Strategic Objective-2: Provide conducive environment and facilities for improved teaching and learning.

Strategic Objective-3: Enhance the professionalism of the teachers for improved learning outcomes.

Strategic Objective-4: Expand opportunities for access and equity for all in education.

Strategic Objective-5: Expand opportunities for science, vocational and entrepreneurial education for self-reliance.

Section 3: Situational Analysis and MTOs

3.1   Situational Analysis

The next stage in the Corporate Planning process was to undertake a situational analysis for each of the four ministries. The premise for the situational analysis is that public governance does not take place in a vacuum. MDAs operate in a particular context, which affects how things get done. Effective MDAs are those who have a good understanding of their context (environment) and are able to influence them to work in their favour.

Situational analysis familiarises an MDA with its micro and macro environment. It is one of the means of isolating the internal strengths and weaknesses of an MDA as well as its external opportunities and threats that are critical to the attainment of its mandate and mission, goals and objectives. The end is not knowing these factors or issues alone but taking note of their trends and making the best of the information generated from the analysis by taking advantage of them to improve on service delivery and overall organisational performance.

For the purpose of Corporate Planning in the four MDAs, both SWOT and PESTLE tools were deployed to understand more their operational context and to challenge them to make the best of their respective situations.

This analysis will feed into all subsequent stages in the process of Corporate Planning. This is because Corporate Planning can only be effective when the process is formed and implemented with full knowledge and understanding of the operational environment of the MDA undertaking it.

The results of the PESTLE and SWOT analyses can be found in Annex 2

3.2   Medium-Term Objectives (MTOs)

3.2.1 Definition of Medium Term Objectives

MTOs are policy-based targets which are to be achieved within the medium-term. They are statements that clarify exactly what the MDA should achieve in the next three years i.e. 2013-2015, as well as setting performance measures on how to objectively evaluate performance on those set goals. They are derived directly from the Strategic Objectives of the respective MDAs and flow directly from their mandates, vision and mission statements. All MTOs proposed in this report are guided by the strategic documents, policy options, development plan - YOSERA III.

3.2.2 Process followed to determine MTOs in the four MDAs

Senior civil servants from the four MDAs and the PSM Core Group, formulated the MTOs and KPIs in two workshops facilitated by DFID SPARC. The process followed was to set the medium-term objective measures then specify the targets for these measures and KPIs. The MTOs, targets and KPIs are outlined below in the table below.

All four MDA now need to develop these objectives into:

- Realistic, prioritised and costed projects, programmes and/or activities with clear schedule targets that are feasible in the next three years.
- Realistic budget estimates that will inform what the MoBEP inputs into the budget process of the state over the next three years (2013-2015).

3.2.3 MTOs determined for the four MDAs

MINISTRY OF FINANCE		
Vision: To be a model of prudent public finance management and accountability in accordance with global best practice.		
Mission: Provide excellent public finance management services in Yobe State.		
Strategic Objective-1 Produce timely and accurate financial reports anchored on cutting-edge ICT to reinforce transparency and accountability.		
MTOs	**MTOs TARGETS (2013-2015)**	**KPIs**
Skilled and motivated staff	100% of the top management staff (MoF) (80%, 80%, 80%) trained externally - Other MoF staff (Grade Level [GL] 07 – 15) trained internally 20%, 30%, 30% - Pooled staff 20%, 40%, 40% trained internally	% of top mgt staff of MoF trained externally annually % of other MoF staff trained internally annually % of pooled staff trained internally annually
Availability of quality financial data	- By end of 2013 100% financial data available within seven days of the following month - Draft 2013 Financial report be ready by end of January 2014 - Draft 2014 financial report be ready on 1st January, 2015	% of 2013 monthly financial data available within 7 days from end of each month - Existence of draft 2013 financial report signed by the Accountant General (AG) by end of January 2014 - Existence of draft 2014 financial report signed by the AG by January 1, 2015

	• 95% accuracy of financial report achieved by end of 2014	• Number of audit queries on each financial report per annum • % of changes that occurred in the financial report as a result of the audit queries
	• 98% accuracy of financial report achieved by end of 2015	• Number of audit queries on each financial report per annum • % of changes that occurred in the financial report as a result of the audit queries
Cutting Edge ICT	• Server upgrade by end of 2013	• Existence of upgraded server in the MoF by end of 2013
	• Conversion from Local Area Network (LAN) to Wide Are Network (WAN) by end of 2014	• Installation of WAN in MoF by end of 2014 • Existence of functional WAN in MoF
	• Upgrading the Very Small Aperture Terminal (VSAT) from Ku-band to broadband by end of 2015	• Installation of Broad-band in MoF by end of 2015 • Existence of functional Broad-band in MoF by end of 2015
	• Upgrade software from Microsoft Access to web based by end of 2014	• Installation of WEB based accounting software in MoF by end of 2014 • Existence of functional WEB based accounting software in MoF by end of

		2014
Availability and enforcement of financial legal framework	• Representation of Fiscal Responsibility (FR) Bill to SHoA by end of 2013 • Presentation of public Procurement Bill (PPB) to YBHA by end of 2013 • Getting the bill enacted by end of 2015	• Existence of letter of acknowledgement of FR bill submission to SHoA end of 2013 • Existence of letter of acknowledgement of PPB bill submission to YBHA by end of 2013 • Existence of FR Edict by end of 2015 • Existence of PPR Edict by the end of 2015

Strategic Objective-2: Provide efficient and timely releases of funds for effective budget implementation.

MTOs	MTOs TARGETS (2013-2015)	KPIs
Cutting Edge ICT	• Server upgrade by end of 2013 • Conversion from LAN to WAN by end of 2014 • Upgrading the VSAT from KU-band to broad-band by end of 2015 • Upgrade software from Microsoft Access to WEB based by end of 2014	• Existence of upgraded server in the MoF by end of 2013 • Installation of WAN in MoF by end of 2014 • Existence of functional WAN in MoF • Installation of Broad-band in MoF by end of 2015 • Existence of functional Broad-band in MoF by end of 2015 • Installation of WEB based accounting software in MoF by end of 2014 • Existence of functional WEB based accounting software in MoF by end of

		2014
Skilled and motivated staff	• 100% of the top mgt staff (MoF) (80%, 80%, 80%) trained externally • Other MoF staff (GL 07 – 15) trained internally 20%, 30%, 30% • Pooled staff 20%, 40%, 40% trained internally	• % of top mgt staff of MoF trained externally annually • % of other MoF staff trained internally annually • % of pooled staff trained internally annually
Release of funds within 3 days of receipt of approval	• To achieved the release of funds within three days of receipt of approval by end of end of 2014	• % of approvals paid within three days of receipt of approvals by end of 2014

Strategic Objective-3: Improve internal revenue generation (IGR) capability for meeting the recurrent expenditure needs of the state.

MTOs	MTOs TARGETS (2013-2015)	KPIs
Improve IGR	• To increase IGR by 20% per annum by end of 2015	• % change in IGR
Existence and implementation of IGR strategy	• 50% of the approved IGR improvement recommendations implemented by end of 2013 • 80% of the approved IGR improvement recommendations implemented by end of 2014 • 100% of the approved IGR improvement recommendations implemented by end of 2015	• % of the approved IGR improvement recommendations implemented by end of 2013 • % of the approved IGR improvement recommendations implemented by end of 2014 • % of the approved IGR improvement recommendations implemented by end of 2015
Existence and enforcement of revised Board of Internal Revenue (BIR) Edict	• Existence of the revised BIR Edict by end of 2014 • 50% of the provisions of the BIR Edict	• Existence of the revised BIR Edict by end of 2014 • % of the provisions of the BIR Edict

	implemented by end of 2015	implemented by end of 2015
Review of Rates, Fines and Taxes	• Existence of revised and approved rates, fines and taxes by end of 2013	• Existence of revised and approved rates, fines and taxes by end of 2013

MINISTRY OF BUDGET AND ECONOMIC PLANNING		

Vision: To become a model of prudent resource projection and allocation for the attainment of State development goals

Mission: Provide an effective framework for resource allocation, monitoring and evaluation consistent with state development goals.

Strategic Objective-1: Improve capabilities for revenue and expenditure performance and production of budget guidelines.

MTOs	MTOs TARGETS (2013-2015)	KPIs
Adequate number of qualified staff	• To recruit qualified staff to cover 40% of the gap by end of 2013 • To recruit qualified staff to cover 25% of the gap by end of 2014 • To recruit qualified staff to cover 15% of the gap by end of 2015	• Number of qualified staff recruited by end of 2013; • % of staff capacity gap covered by end of 2013. • Number of qualified staff recruited by end of 2014; • % of staff capacity gap covered by end of 2014. • Number of qualified staff recruited by end of 2015; • % of staff capacity gap covered by end of 2015.
Existence of skilled staff	• Enhance the skills of 60% of the staff to carry out their functions more efficiently by end of 2013 • Enhance the skills of 30% of the staff to carry out their functions more efficiently by end of 2014	• % of staff trained on job related skills by end of 2013 • % of trained staff that can carry out their jobs better by end of 2013 • % of staff trained on job related skills by end of 2014 • % of trained staff that can carry out their jobs better by end of 2014

	• Enhance the skills of 10% of the staff to carry out their functions more efficiently by end of 2015	• % of staff trained on job related skills by end of 2015 • % of trained staff that can carry out their jobs better by end of 2015
Existence of result based and balanced budget	• To achieve 75% budget implementation in 2014 fiscal year • To achieve 85% budget implementation in 2015 fiscal year • To achieve 100% budget implementation in 2016 fiscal year • To revise the budget call circular to guide results based budgeting for 2014 fiscal year	• % of budget implementation in 2014 fiscal year • % of budget implementation in 2015 fiscal year • % of budget implementation in 2016 fiscal year • Number of budget activities directly derived from results

Strategic Objective 2: Building institutional and personnel capacity for application of ICT for effective budget processes.

MTOs	MTO-TARGETS	MTO-KPIs
Availability of Modern ICT	• Install server and get it functional by end of 2013 • Acquire and install LAN by end of 2013 • Acquire and install WAN by end of 2014 • Purchase and install broad-band internet by end of 2015	• Existence of a functional server by end of 2013 • Existence of LAN in budget department by end of 2013 • Existence of WAN in budget department by end of 2014 • Existence of functional broad-band in budget department by end of 2015

Implementation of Personnel skill enhancement strategy	• Train 45% of the MoBEP staff (GL 07-16) on the use of excel for budget processes by end of 2013 • Train 20% of the MoBEP staff (GL 03-06) on the use of excel for budget processes by end of 2013 • Train 55% of the MoBEP staff (GL 07-16) on the use of excel for budget processes by end of 2014 • Train 80% of the MoBEP staff (GL 03-06) on the use of excel for budget processes by end of 2014	• % of MoBEP staff (GL 07-16) trained on use of excel for budget process by end of 2013 • % of MoBEP staff (GL 03-06) trained on use of excel for budget process by end of 2013 • % of MoBEP staff (GL 07-16) trained on use of excel for budget process by end of 2014 • % of MoBEP staff (GL 03-06) trained on use of excel for budget process by end of 2014
Availability and enforcement of financial legal framework	• Representation of FR Bill to SHoA by end of 2013 • Presentation of PPB to SHoA by end of 2013 • Getting the bill enacted by end of 2015 • Develop a draft Budget organic bill approved by the Executive Council (ExCo) by end of 2013 • To have a Budget Organic Law by end of 2014	• Date of representation of the FR bill to the SHoA • Date of representation of the PPB bill to the SHoA • Date of enactment of the FR bill • Date of enactment of the PPB bill • Date of ExCo approval of budget organic bill • Date of budget Organic Law

Strategic Objective 3: Provide effective framework for coordinating the activities of development partners for optimal resource allocation.		
MTOs	**MTO-TARGETS**	**MTO-KPIs**
Existence of policy and operational framework for effective Donor Coordination	• Review of all Donor Memoranda of Understanding (MoUs), agreements, Assistance Framework and work-plans by end of 2013	• Number of donor MoUs reviewed in 2013 • Number of donor agreements reviewed in 2013 • Number of donor assistance framework reviewed by end of 2013 • Number of donor work-plans reviewed by end 2013
	• Develop a Joint Assistance Strategy (JAS) for harmonization of resources and activities using the outputs from the review above by end of 2014	• Date of existence of JAS • Number of recommendations from the reviewed donor MoUs, agreements, assistance frameworks and work-plans reflected in the JAS
	• Develop a State-level Official Development Assistance (ODA) policy approved by ExCo by end of 2014	• Date of ExCo approval of State level ODA policy
Existence of Unit for effective Donor Coordination (DC)	• Establish a Donor Coordination unit in Planning Department by end of 2014	• Date of establishment of Donor Coordination unit in Planning Department
	• Allocate 3 staff to drive the activities of the DC unit by the end of 2014	• Number of staff allocated to DC unit by end of 2014

Strategic Objective 4: Improve the State's Statistical and M&E Systems to facilitate Results Based Management (RBM)		
MTOs	**MTO-TARGETS**	**MTO-KPIs**
Responsive clients to M&E data demands	• To develop a comprehensive Results Logframe for effective performance management by end if 2013 • To conduct sensitization and advocacy visits to all Ministries together with their Parastatals on the RBM demands by the end of 2013 • To support the 70 MDAs in the development of their change plans to guide budgeting for results and quarterly cash forecasting	• Date of development of a comprehensive Results Logframe • Number of MDAs sensitized on the demand of RBM by end of 2013 • Number of MDAs that have developed change plan to guide budgeting for results and quarterly cash forecasting for 2014 financial year
Modern ICT	• Install server and get it functional by end of 2013 • Acquire and install LAN by end of 2013 • Acquire and install SPSS statistical software (and other Statistical software) by end of 2013	• Existence of a functional server in Statistics Department • Existence of a functional server in M&E Department • Date of LAN installation in Statistics Department • Date of LAN installation in M&E Department • Date of installation of SPSS software in Statistics Department • Date of installation of any other statistical software in Statistical Department

	• Acquire and install WAN by end of 2014	• Existence of functional WAN in Statistics Department by end of 2014 • Existence of functional WAN in M&E Department by end of 2014
	• Purchase and install broad-band internet by end of 2015	• Date of installation of broad-band internet in Statistics Department • Date of installation of broad-band internet in M&E Department
Skilled personnel for Statistics, M&E and RBM functions	• Train 50% of the Statistical Officers in the MoBEP and DPRSs on the use of Statistical software for data analysis by end of 2013	• % of Statistical officers in MoBEP trained on the use of Statistical software for data analysis in year 2013 • % of Statistical officers in DPRSs trained on the use of Statistical software for data analysis in year 2013
	• Train 50% of the Statistical officers in the MoBEP and DPRSs on the use of Statistical software for data analysis by end of 2014	• % of Statistical officers in MoBEP trained on the use of Statistical software for data analysis in year 2014 • % of Statistical officers in DPRSs trained on the use of Statistical software for data analysis in year 2014
	• Train 100% of the M&E officers in the MoBEP and DPRSs on RBM by	• % of Statistical officers in MoBEP trained on the use of

	end of 2015	Statistical software for data analysis in year 2015 • % of Statistical officers in DPRSs trained on the use of Statistical software for data analysis in year 2015
Availability of quality data for performance tracking	• Conduct socio-economic survey by end of 2013 • Conduct an updating socio-economic by end of 2014	• Existence of socio-economic survey report by early 2014 • Existence of updating socio-economic survey report by early 2015
Availability of functional CMIS/database	• Acquire and install CMIS equipment and software by end of 2013 • Establish CMIS linkage with all the Ministries MIS units in the DPRSs • Train the relevant staff on the use of the CMIS	• Existence of installed Management Information System (MIS) equipment in M&E Department; • Existence of functional software for CMIS in M&E Department • % of the Results Logframe KPIs customized in the CMIS • Number of DPRSs with functional MIS unit • Number of DPRS MIS linked to the CMIS • Number of staff trained on the use of CMIS
Existence of a functional M&E department in MoBEP	• M&E department established in MoBEP by mid- 2013	• Date of establishing M&E department in MoBEP

	• Appropriate staff deployed to the M&E department by end of 2013	• Number of skilled staff deployed to the M&E Department by end of 2013
Existence of State Statistical Master Plan (SSMP)	• To develop a Statistical master plan for establishing a State-wide Statistical system in the State approved by ExCo by end of 2014	• Date of ExCo approval of the SSMP
	• To produce operational guidelines which indicates required standards and procedure for the conduct of Statistical structure and functions in MoBEP and DPRSs by end of 2013	• Date of completion of the Statistical functional review report; • Date of completion of the structural review report for Statistics Department
Existence of an M&E Master Plan	• To develop a M&E Strategy for establishing a State-wide M&E system in the State approved by ExCo by end of 2014	• Date of ExCo approval of the State M&E strategy
	• To produce operational guidelines which indicates required standards and procedure for the conduct of M&E structure and functions in MoBEP and DPRSs by end of 2013	• Date of completing an operational guidelines for Performance Evaluation and Reporting standards; • Date of completion of the M&E Department's functional review report • Date of completion of M&E Department's process review report • Date of completion of M&E Department's structural review report

OFFICE OF HEAD OF CIVIL SERVICE OF YOBE STATE		
Vision: To be a dynamic engine room for building and driving an efficient and result-oriented civil service for the improved wellbeing of the people of Yobe State		
Mission: Develop a competent and well motivated workforce for Yobe State Civil Service		
Strategic Objective-1: Improve civil service professionalism through adherence to rules and regulations.		
MTOs	**MTO-TARGETS**	**MTO-KPIs**
Trained manpower	- Train 60% of staff In-house (OHoS) by end of 2013 - Train 25% of staff In-house (OHoS) by end of 2014 - Train 15% of staff In-house (OHoS) by end of 2015 - Train 30% staff of MDAs service wide by end of 2013 - Train 60% staff of MDAs service wide by end of 2014 - Train 10% staff of MDAs service wide by end of 2015	% of staff trained In-house (OHoS) by end of 2013 % of staff trained In-house (OHoS) by end of 2014 % of staff trained In-house (OHoS) by end of 2015 % of MDAs staff trained, service wide by end of 2013 % of MDAs staff trained, service wide by end of 2014 % of MDAs staff trained, service wide by end of 2015
Knowledge of Civil Service rules & regulations	- Induction course for all newly appointed staff by end of 2013 - Induction course for all newly appointed staff by end of 2014 - Induction course for all newly appointed staff by end of 2015 - Train 60% of personnel staff service wide by the end of 2013 - Train 30% of personnel staff service wide by the end of 2014	% of newly appointed staff that participated in induction course in 2013 % of newly appointed staff that participated in induction course in 2014 % of newly appointed staff that participated in induction course in 2015 % of personnel staff trained, service wide by the end of 2013 % of personnel staff trained, service wide by the end of 2014

	• Train 10% of personnel staff service wide by the end of 2015	• % of personnel staff trained, service wide by the end of 2015
Provision and availability of rules & regulations	• Make available to all trained staff copies of Civil Service rules & regulations by end of 2015	• % of all trained staff that received at least, a copy of the Civil service rules and regulations by end of 2015
Recruitment & placement of right calibre of staff	• Recruit 60% of required staff in the MDAs by end of 2013 • Recruit 30% of required staff in the MDAs by end of 2014 • Recruit 10% of required staff in the MDAs by end of 2015	• % of staff requirement by all MDAs recruited by end of 2013 • % of staff requirement by all MDAs recruited by end of 2014 • % of staff requirement by all MDAs recruited by end of 2015
Continuous Staff performance evaluation	• Sensitize 100% of MDAs on the need for objective staff performance evaluation by end of 2013	• % of MDAs sensitized on the need for staff performance evaluation by end of 2013
Disciplinary and reward actions for non-compliance & compliance to rules & regulations respectively	• 100% enforcement of the Civil Service rules & regulations yearly.	• Proportion of the civil service rules and regulations enforced annually.

Strategic Objective-2: Improve human resource information management system for reliable personnel and pay roll data.

MTOs	MTO-TARGETS	MTO-KPIs
Functional Registries	• Equipping of 30% of the Registries by the end of 2013 • Equipping of 60% of the Registries by the end of 2014 • Equipping of 10% of the	• % of the Registry equipment installed by the end of 2013 • % of the Registry equipment installed by the end of 2014 • % of the Registry

	Registries by the end of 2015	equipment installed by the end of 2015
Availability of Staff data	• 70% of staff data made available by 2013 • 30% of staff data made available by 2014	• % of available staff data by end of 2013 • % of available staff data by end of 2014
Modern ICT	• Acquisition and installation of HRMIS in the OHoS by end of 2014	• Timeliness of installation of HR-MIS in OHoS

Strategic Objective-3: Develop a competent workforce through training and re-training for effective, timely and sustainable service delivery.

MTOs	MTO-TARGETS	MTO-KPIs
Availability of Skilled personnel	• To conduct skills audit by end of 2013 • To perform training needs analysis by end of 2014 • To establish skills gap by 2015	• Timeliness of producing the skills audit report • Timeliness of producing the training need analysis report • Timeliness of establishing staff skills gap
Existence of Training Policy	• To produce training policy and strategy document by the end 2013 • To develop training programmes by 2014	• Timeliness of the existence of training policy and strategy • Timeliness of the existence of training program document

Strategic Objective-4: Provide conducive working environment for improved performance

MTOs	MTO-TARGETS	MTO-KPIs
Conducive office buildings and facilities	• To put in place effective mechanism for supervision of facility managers by 2013	• Timeliness of the existence of a mechanism for facility supervision
Staff welfare services	• To provide 10 eighteen seater staff buses by 2014 • To extend furniture	• Number of staff buses provided by end of 2014 • % of the Civil servants

	loans to 20% of civil servants by end of 2014 • To establish a Car loan scheme and extend loans for 20% of senior civil servants by 2014	that have received furniture loans by end of 2014 • % of senior civil servants benefiting from the resolving car loan scheme by end of 2014

Strategic Objective-5: Develop a sustainable and cost-effective pension system capable of addressing the dynamics of the workforce.

MTOs	MTO-TARGETS	MTO-KPIs
Existence of up-to date staff audit records	• To have 70% up-to-date staff audit records by 2013 • To have additional 30% up-to-date staff audit records by 2014	• % of the staff records that are up-to-date by end of 2013 • % of the staff records that are up-to-date by end of 2013
Effective audit control	• To have up to 70% of effective audit control by 2013 • To have the additional 30% of effective audit control by 2015	• % of audit control established by end of 2013 • % of audit control established by end of 2015

YOBE STATE MINISTRY OF EDUCATION
Vision: To be an organ for full and equal access to quality education in Yobe State for national and global competitiveness
Mission: Provide functional educational institutions and processes for the overall development of the individual and the Society
Strategic Objective-1: Improve management of educational institutions for efficient and effective service delivery.

MTOs	MTO-TARGETS	MTO-KPIs
Trained manpower	• Train 40% of management staff of MoE, Parastatals and schools by end of 2013	• % of management staff of MoE trained by end of 2013, • % of management staff of Education Parastatals trained by end of 2013, • % of management staff of schools

		trained by end of 2013
	• Train 40% of management staff of MoE, Parastatals and schools by end of 2014	• % of management staff of MoE trained by end of 2014, • % of management staff of Education Parastatals trained by end of 2014, • % of management staff of schools trained by end of 2014
	• Train 20% of management staff of MoE, Parastatals and schools by end of 2015	• % of management staff of MoE trained by end of 2015, • % of management staff of Education Parastatals trained by end of 2015, • % of management staff of schools trained by end of 2015

Strategic Objective-2: Provide conducive environment and facilities for improved teaching and learning.

MTOs	MTO-TARGETS	MTO-KPIs
Availability of School Infrastructure	• Build and upgrade 50% of school infrastructure by 2013	• % of schools infrastructure built by end of 2013 • % of schools infrastructure upgraded by end of 2013
	• Build and upgrade 30% of school infrastructure by 2014	• % of schools infrastructure built by end of 2014 • % of schools infrastructure upgraded by end of 2014

	• Build and upgrade 20% of school infrastructure by 2015	• % of schools infrastructure built by end of 2015 • % of schools infrastructure upgraded by end of 2015
Availability of school facilities and equipment	• To provide 30% of schools with facilities and equipment by 2013	• % of schools provide with necessary facilities by end of 2013 • % of schools provided with necessary equipment by end of 2013
	• To provide 50% of schools with facilities and equipment by 2014	• % of schools provide with necessary facilities by end of 2014 • % of schools provided with necessary equipment by end of 2014
	• To provide 20% of schools with facilities and equipment by 2015	• % of schools provide with necessary facilities by end of 2015 • % of schools provided with necessary equipment by end of 2015
Availability of Modern ICT	• Upgrading of Educational Management Information Systems (EMIS) at the MoE headquarters (HQ) by 2013 • Acquisition and installation of EMIS in SUBEB by end of 2014	• Timeliness of upgrading the EMIS at the MoE HQ • Timeliness of installation of EMIS in SUBEB • Timeliness of installation • Number of schools

MTOs	MTO-TARGETS	MTO-KPIs
	• Provide computers and internet connectivity to 20 selected schools and one public library by end of 2014	and public Library provided with computers and internet connectivity.
Availability of instructional materials	• To provide 40% of required Instructional materials to schools by 2013	• % of required instructional materials provided to schools by 2013
	• To provide 50% of required Instructional materials to schools by 2014	• % of required instructional materials provided to schools by 2014
	• To provide 10% of required Instructional materials to schools by 2015	• % of required instructional materials provided to schools by 2015

Strategic Objective-3: Enhance the professionalism of the teachers for improved learning outcomes.

MTOs	MTO-TARGETS	MTO-KPIs
Availability of Skilled personnel	• Train 40% of staff In-house (MoE HQ & Parastatals) by end of 2013	• % of MoE HQ staff trained in house by end of 2013 • % of MoE Parastatal's staff trained in house by end of 2013
	• Train 40% of staff In-house (MoE HQ & Parastatals) by end of 2014	• % of MoE HQ staff trained in house by end of 2014 • % of MoE Parastatal's staff trained in house by end of 2014
	• To train 20% of staff In-house (MoE HQ & Parastatals) by end of 2015	• % of MoE HQ staff trained in house by end of 2015 • % of MoE Parastatal's staff trained in house by end of 2015

	• To train 10% staff of secondary schools end of 2013	• % of secondary schools staff trained by end of 2013
	• To train 60% staff of secondary schools end of 2014	• % of secondary schools staff trained by end of 2014
	• To train 20% staff of secondary schools end of 2015	• % of secondary schools staff trained by end of 2015

Strategic Objective-4: Expand opportunities for access and equity for all in education.

MTOs	MTO-TARGETS	MTO-KPIs
Improved enrolment	• To carry out advocacy to parents, community and religious leaders in rural areas by end of 2013	• Number of parents reached, on girl child education advocacy by end of 2013 • Number of Communities reached, on girl child education advocacy by end of 2013 • Number of Religious leaders reached, on girl child education advocacy by end of 2013
	• To provide free uniforms to girls in primary and junior secondary schools by 2014	• % of primary school female pupils provided with free school uniform by end of 2014 • % of junior secondary school students provided with free school uniform by end of 2014
	• Establish six new secondary schools where needed by 2014	• Number of new secondary schools established in needed areas by end of 2014

Strategic Objective-5: Expand opportunities for science, vocational and entrepreneurial education for self-reliance.		
MTOs	**MTO-TARGETS**	**MTO-KPIs**
Availability of Trained Science and Technical Teachers	• Train 20% of science and technical education teachers by end of 2013	• % of science teachers trained by end of 2013 • % of Technical education teachers trained by end of 2013
	• Train 40% of science and technical education teachers by end of 2014	• % of science teachers trained by end of 2014 • % of Technical education teachers trained by end of 2014
	• Train 40% of science and technical education teachers by end of 2015	• % of science teachers trained by end of 2015 • % of Technical education teachers trained by end of 2015
Equipped Laboratories, workshops and libraries	• Provide/Upgrade 5% of schools with laboratories, workshops and libraries by 2013	• % of schools provided with laboratories by end of 2013 • % of schools provided with workshops by end of 2013 • % of schools provided with libraries by end of 2013 • % of school's laboratories upgraded by end of 2013 • % of school's workshops upgraded by end of 2013 • % of school's libraries upgraded by end of 2013

	• Provide/Upgrade 10% of schools with laboratories, workshops and libraries by 2014	• % of schools provided with laboratories by end of 2014 • % of schools provided with workshops by end of 2014 • % of schools provided with libraries by end of 2014 • % of school's laboratories upgraded by end of 2014 • % of school's workshops upgraded by end of 2014 • % of school's libraries upgraded by end of 2014
	• Provide/Upgrade 15% of schools with laboratories, workshops and libraries by 2015	• % of schools provided with laboratories by end of 2015 • % of schools provided with workshops by end of 2015 • % of schools provided with libraries by end of 2015 • % of school's laboratories upgraded by end of 2015 • % of school's workshops upgraded by end of 2015 • % of school's libraries upgraded by end of 2015

Section 4: Next Steps

It is recommended that the Strategic Statements and Objectives together with the MTOs and their KPIs in this document are submitted to the Head of Service (HoS) for approval. Once approved, this document should then be used as a working document. The MTO targets all need to be fed into the M&E systems that are being set up in YSG so that the progress towards these targets can be followed by the top managers in each of the MDAs.

The successful completion of this stage of the assignment paves the way for the next stages of Corporate Planning. Now that the Strategy and Objectives of the ministries have been reset, Corporate Planning can turn to setting the appropriate structure for each MDA to enable it to perform in the most efficient and effective way. The Functional and Process Review will review and reset the structure and processes of the MDAs so that they are able to achieve their mandate. The Establishment and Workforce Plan will then determine the workforce requirements of the revised structures with new detailed Job Descriptions produced for each key position. This will be followed by Workforce Planning, which is the process of getting the right people, with the right skills, in the right jobs (identified in the Establishment Plan) at the right time. The workforce plan identifies the strategies for building the relevant skills and capacity needed for organisational success. It also sets out how the MDA will recruit, support, develop and retain the employees it needs for the future. In addition, the KPIs in this report will be used to set the Service Standards of the MDA in the Service Charter setting process that will start in the next year.

In order to gain the full benefit of the new strategy of each MDA, DFID SPARC will assist YbSG in the dissemination of the strategic information in this report with the workforce and stakeholders of the four ministries. It will do this by printing the Vision and Mission Statements together with the Strategic Objectives on large Glossy Banner Posters for display in the reception areas of each MDA.

Section 5: Lessons Learned

In spite of the serious security challenge facing Yobe State, there has been fruitful engagement of members of the Corporate Planning group because of the competence and commitment without exception are very reform-minded. The story would have been different if these members were less reform-minded and less enthusiastic. Given the level of their cooperation and continued willingness to collect the evidence needed to execute the assignment, more will be achieved in the future in spite of the present security challenges facing the state.

Annex 1: Terms of Reference

SPARC TOR: YOB-PSM-21-B

A. Related Activity Description (AD) Details

1. AD Title:	2. AD Version	3. AD Work Planning Period
YOB-PSM-21: Review of Mandates and Preparing Corporate Improvement Plans	*1*	*2012-2013*

4. AD Milestones to be Delivered	
Quarter.	**Milestone**
1	
2	
3	Cross state Corporate Planning training event in Abuja.
4	First stage Corporate Planning in selected central and Education MDAs (goals, objectives and strategy setting) completed and documented.

B. Terms of Reference

5. Version	6. State Date	7. End Date
1	*August 2012*	*July 2013*

8. Lead Consultant:	*20 days Adam Rosevear*
9. Supporting Consultants:	*21 days Isaac Obasi/Ali Garba*

10. Introduction

The Public Service Management (PSM) work stream is about improving the machinery of government. In Yobe, it is about helping YSG implement its policies and programmes more effectively. The principal methodology that will be used by the PSM work stream to do this will be to implement Corporate Plans in the central and Health MDAs in Yobe, in conjunction with HRM reform and improved service delivery. Corporate Planning in an MDA is a process (rather than a document) where mandates are clarified, the vision, mission and strategic objectives are set moving into medium-term objectives, a Functional Review eliminates duplication and overlap of functions, a workforce plan is prepared and implemented and service delivery is improved through the set up of Service Charters.

The next stage after the setting of mandates in YOB-PSM-21A is to set the Vision, Mission and Strategic Objectives of the pilot central MDA and two Health MDAs. Vision and Mission statements provide a strategic direction for the MDA through simple, succinct explanations of what the organization is trying to achieve, how it will do it and who will work with it to achieve the desired outcomes. They also act as a focal point for achievement and bring people together to achieve a common agenda.

11. Specific Milestones (Including Milestones under [4])	12. Deadline	13. Int' Days	14. Nat' Days	15. Activities	16. Responsibility
Cross state Corporate Planning training event in Abuja.	31/03/13	4	4	Corporate Planning training event in Abuja	Adam Rosevear, Isaac Obasi,
First stage Corporate Planning in selected central and Education MDAs (goals, objectives and strategy setting) completed and documented.	31/03/13	4	4	Determine Vision, Mission, Strategic Objectives of 3 central MDA and the Ministry of Education in a participative workshop	Adam Rosevear, Isaac Obasi
	31/03/13	1	2	Produce Report with revised Vision, Mission and Strategic Objectives for EXCO	Adam Rosevear, Isaac Obasi
				Conduct situational analysis	Adam Rosevear, Isaac Obasi,

	31/06/13	8	8	(SWOT, PESTLE analysis) MTOs, KPIs of three central MDA and the Ministry of Education in two participative workshops	
	31/06/13	3	3	Write report on First Stage Corporate Planning in 3 Central MDAs and Ministry of Education	Adam Rosevear, Isaac Obasi,
Totals:		20	21		

17. Reporting

In addition to the outputs listed under 7 above, *each* consultant is required to submit the following reports (delete as appropriate):
  ▪ Visit report at the end of each visit (including for use in updating SPARC M&E MIS).
  ▪ Final Report at the end of assignment.
Note: These reports should be prepared in accordance with associated SPARC reporting templates and guidance.

Annex 2: PESTLE and SWOT Analysis

PESTLE is an abbreviation for Political, Economic, Sociological, Technological, Legal, & Environmental.

PESTLE analysis is an audit of an organization's environmental influences with the purpose of using this information to guide strategic decision-making. The assumption is that if the organization is able to audit its current environment and assess potential changes, it will be better placed than its competitors to respond to changes.

The OHoS

The PESTLE Analysis Of the Office Of The Head Of Service (OHoS)

FACTORS	OBSERVATION (in terms of Nature)	POTENTIAL IMPACT (Positive/Negative, High, Medium &Low)	ASSESSMENT OF IMPACT (Changing/ Increasing/ Decreasing
Political	Staffing is over bloated due to political factors	Negative impact	High
	a) Politics has influence in the placement of staff, leading to wrong placement.	Negative impact	High
	b) Discipline is also affected due to political influence	Negative impact	Low
Economic	a)There is no funding constraint regarding staff salaries, allowances, pensions and gratuities	Positive impact	High
	b) there are limited funding challenges for the office operations including training and equipment	Negative impact	Low
Sociological	Security challenges	Negative impact	High but decreasing
	Proximity to office	Positive impact	High
Technological	Most of the offices have computers	Positive impact	Improving
	Currently providing IT training support for officers to improve their	Positive impact	Improving

	operational efficiency		
Legal	All the laws are currently being reviewed, updated and harmonised.	Positive impact	High
	The mandates of all the MDAs are currently being reviewed to streamline overlaps	Positive impact	High
	Sector policies have been developed for some sectors to guide strategic intervention and operations in the sector	Positive impact	Low
Environmental			
	The OHoS has two stand-by generators that run from 7:30am to 6pm daily There is also good and steady water supply in the office	Positive impact	High
	There is facility manager that keeps the offices clean	Positive impact	High
	All the offices of the PS and Directors are in-suit with other clean general toilet facilities for others	Positive impact	High
	All the departments and staff are now located in one place for ease of movement	Positive impact	High
	The intercom is yet to be installed	Positive impact	High
	All the office doors well labelled	Negative impact	Low
		Positive impact	High

SWOT Analysis of the Office of the Head of Service (OHoS)

Strengths:
Good working environment
Good Staff welfare
Availability of skilled staff
Development-minded Governor
Presence of Political will to support reforms
Enthusiastic and Committed top level bureaucrats
Limited labour disputes
Commitment towards building strong institutions and organizations

Weaknesses:
Low capacity among the lower cadre
Over-bloated civil service especially at the lower cadres

Opportunities:
opportunities for training etc
Higher career advancement opportunities

Threats:
Security challenges
 Political Influence on staff placement

Ministry of Education

The PESTLE Analysis of the Ministry of Education

FACTORS	OBSERVATION (in terms of Nature)	POTENTIAL IMPACT (Positive/Negative, High, Medium &Low)	ASSESSMENT OF IMPACT (Changing/ Increasing/ Decreasing
Political	Politics has influence in the placement	Negative impact	Low
	Discipline is also affected due to political influence	Negative impact	Low
Economic	a)There is no funding constraint regarding staff salaries, allowances, pensions and gratuities	Positive impact	High
	b) there are limited funding challenges for the	Negative impact	Low

	office operations including training and equipment		
Sociological	a)Security challenges	Negative impact	High but improving
	b)Proximity to office	Positive impact	High
	c) relative low enrolment rate, especially in rural areas	Negative impact	high
Technological	Currently providing IT training support for officers to improve their operational efficiency	Positive impact	Low but improving
	Inadequate equipment and facilities in schools	Negative impact	Low
Legal	All the laws are currently being reviewed, updated and harmonised.	Positive impact	High
	The mandates of all the MDAs are currently being reviewed to streamline overlaps	Positive impact	High
	Education Sector policy is yet to be developed to guide strategic plan	Negative impact	High
Environmental	Scarcity of science teachers	Negative impact	High
	Weak synergy between Min of Edu. and its Parastatals	Negative impact	High
	There is also good and steady water supply in the office	Positive impact	High
	All the Education MDAs have stand-by generators	Positive impact	High

Few boarding schools have functional stand-by generators	Negative impact	High
There is facility manager that keeps the offices in the Min of Edu clean	Positive impact	High
The office the HC and PS are en-suite with existing clean general toilet facilities for staff	Positive impact	High
The intercom is yet to be installed	Negative impact	Low
All the office doors well labeled	Positive impact	High

SWOT Analysis of the Ministry of Education

Strengths:
Good working environment
Good Staff welfare
Development-minded Governor
Presence of Political will to support reforms
Enthusiastic and Committed top level bureaucrats
Limited labour disputes
Commitment towards building strong institutions and organizations
Education sector has priority budgetary allocation

Weaknesses:
Low capacity among the lower cadre
Over-bloated civil service especially at the lower cadres
Limited skilled teachers especially in Science subjects
Limited data available for evidence based planning and performance tracking
Low enrolment rate in rural areas
Weak synergy between the Ministry and its Parastatals
Education Sector Policy yet to be domesticated
Limited stand-by generators in boarding schools
Inadequate equipment and facilities in schools

Opportunities:
Opportunities for training etc
Higher career advancement opportunities

Education Sector Strategic plan being developed

Threats:
Security challenges
Political Influence on staff placement
Teacher attrition

Ministry of Budget And Economic Planning (MoBEP)

PESTLE Analysis of the Ministry of Budget and Economic Planning (MoBEP)

FACTORS	OBSERVATION (in terms of Nature)	POTENTIAL IMPACT (Positive/Negative, High, Medium &Low)	ASSESSMENT OF IMPACT (Changing/ Increasing/ Decreasing
Political	Politics has influence in the placement of staff	Negative impact	Low
	Discipline is also affected by political influence	Negative impact	Low
Economic	a) There is no funding constraint regarding staff salaries, allowances, pensions and gratuities	Positive impact	High
	b) There are no funding challenges for the office operations including training and equipment	Positive impact	High
Sociological	a) Security challenges	Negative impact	High but improving
	b) Proximity to office	Positive impact	High
	c) Relationship with Clients	Positive impact	High
Technological	ICT compliant	Positive impact	Medium and improving
Legal	All the laws are currently being reviewed, updated and harmonized.	Positive impact	High
	The mandates of all the MDAs are currently being	Positive impact	High

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	reviewed to streamline overlaps		
	Procurement and Fiscal Responsibility Bills are being domesticated	Positive impact	High
Environ-mental	There is also good and steady water supply in the office	Positive impact	High
	There is facility manager that keeps the offices in the MoBEP clean	Positive impact	High
	The office the HC, PS, & Directors are en-suite with existing clean general toilet facilities for staff	Positive impact	Medium
	Intercom facilities not available	Negative impact	Low
	All the office doors well labelled	Positive impact	High

SWOT Analysis of MoBEP

Strengths:
Good working environment
Good Staff welfare
Development-minded Governor
Presence of Political will to support reforms
Enthusiastic and Committed top level bureaucrats
Limited labour disputes
Commitment towards building strong institutions and organizations
Pooling of Planning staff
Availability of IT Centre
Existence of State Medium Term Development Plan
 Upgrading State Budget Code

Weaknesses:
Low capacity among the lower cadre
Limited skilled personnel
Over-bloated workforce especially at the lower cadres

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Non-existence of M&E Department
No proper organizational structure in the DPRSs to drive their functions
Pooling system not effective between MoBEP and the DPRSs in the MDAs
Non existence of M&E master plan
Non-Availability of Quality data.

Opportunities:
Training and Equipping of all Directors of Planning and their deputies with laptop
Opportunities for further training etc
Higher career advancement opportunities
Existence of quarterly planning coordination forum of DPRS

Threats:
Security challenges
 Political Influence on staff placement

The Ministry of Finance

PESTLE Analysis of the Ministry of Finance

FACTORS	OBSERVATION (in terms of Nature)	POTENTIAL IMPACT (Positive/Negative, High, Medium &Low)	ASSESSMENT OF IMPACT (Changing/ Increasing/ Decreasing
Political	a) Politics has influence in the placement of staff	Negative impact	Low
	b) Discipline is also affected by political influence	Negative impact	Low
Economic	a) There is no funding constraint regarding staff salaries, allowances, pensions and gratuities	Positive impact	High
	b) there are no funding challenges for the office operations including training and equipment	Positive impact	High
Sociological	a) Security challenges	Negative impact	High but improving
	b) Proximity to office	Positive impact	High

	c) Relationship with Clients	Positive impact	High
Technological	a) ICT compliant	Positive impact	Medium and improving
Legal	a) All the laws are currently being reviewed, updated and harmonized.	Positive impact	High
	b) The mandates of all the MDAs are currently being reviewed to streamline overlaps	Positive impact	High
	c) Procurement and Fiscal Responsibility Bills are being domesticated	Positive impact	High
Environmental	a) There is also good and steady water supply in the office	Positive impact	High
	b) There is facility manager that keeps the offices in the Min of Finance clean	Positive impact	High
	c) The office the HC,PS, AG & Directors are en-suite with existing clean general toilet facilities for staff	Positive impact	High
	d) Intercom facilities available	Positive impact	High
	e) All the office doors well labelled	Positive impact	High

SWOT Analsysis of the Ministry of Finance (MoF)

<u>Strengths:</u>
Good working environment
Good Staff welfare
 Availability of skilled staff
Development-minded Governor
Presence of Political will to support reforms
Enthusiastic and Committed top level bureaucrats
Limited labour disputes
Commitment towards building strong institutions and organizations
Cordial working relationship with MDAs
Biometric exercise reduced ghost workers
Accurate and timely production of reports and payments due to deployment ICT
Transparency in PFM

<u>Weaknesses:</u>
Low capacity among the lower cadre
Over-bloated workforce especially in the lower cadres

<u>Opportunities:</u>
Domestication of Procurement and Fiscal Responsibility Bills
Opportunities for training etc
Higher career advancement opportunities

<u>Threats:</u>
Security challenges
 Political Influence on staff placement

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